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SHARING THE PROFITS.

A boon to employees of the Copper Queen mines which is broader in its scope and more potential in its benefits than can be expressed in dollars and cents although these will multiply into thousands of dollars, is contained in the proposal of Phelps Dodge & Company to enter into a profit sharing compact with their men. Cold figures in which are written the facts so meaningful to the men cannot conceal the warm motive which actuates the company in the undertaking.

Briefly, it is proposed to rebate to the miners who purchase their household supplies from the Phelps Dodge Mercantile Company all net profits accruing from trade transactions. In other words, the company in its dealings with the men undertakes to assist them in solving the problem of maintenance in the most practical manner possible.

"Business is business" is deprived of its chill and literal interpretation as applied to the new relations to be established between employer and employee. "Benevolence is benevolence" is the shibboleth now. The most rabid corporation baster can find no loophole through which to assail this tender of sincere co-operation. Friendliness thus born of unchallenged motive and put to the proof by the voluntary surrender of cold cash profits has the right ring to it. Where distrust—unquarantined though it might be—existed before, confidence is bound to take its place. Gratitude is certain to reign in the places where resentment formerly lodged.

That the policy was inaugurated at this time is especially significant. Business depression rests no less heavily upon the company than upon the men. If ever there was an occasion for the conservation of legitimate profits it is the present. If ever there was a time when the miner needed material assistance it is now. Yet Phelps Dodge & Company chose this as a psychological moment to put an epoch-making venture to the test. That the path which leads upward toward that sought-for pinnacle of industrial Utopia is roughened by unusual obstacles at present is not taken into consideration.

The ten per cent cut in local wages is virtually restored to the breadwinner through the operation of this measure. It has been ascertained that the head of the average miner's family in the Warren District spends approximately sixty dollars a month for commodities. The company made a net profit of about ten per cent on its 1913 business. With a rebate to the purchaser of this profit, his monthly saving on food stuffs will equal the wage cut and the purchasing power of his earnings will therefore be the same as before the wage reduction. Thus are good times restored in spite of otherwise hostile circumstance.

It must have occurred to Mr. Walter Douglas, General Manager of Phelps Dodge, and his colleagues who viewed the situation from every angle, that the new measure is fraught with peril to the profitable conduct of their mercantile business. The company may lose. The men must win. Only a third of the sales of the mercantile concern are made to Phelps Dodge miners. Two-thirds of the store's patronage comes from outside sources. This patronage may be diverted in part—probably will be—to the stores of other merchants in the Warren District because of the recognized fact that a tendency to resent being excluded from the enjoyment of profit sharing may develop among outside buyers. They doubtless will forget that the company store has contributed its full measure with other stores in maintaining standard prices and providing standard goods.

There must be compensations which the company expects to realize. These compensations will take form in the kinder spirit kindled between employer and employee, in the permanency as residents of men employed in the mines; in the appeal to desirable families to come to the Warren District where living conditions are made more tolerable by vouchsafing to the toiler subsistence at rock bottom prices.

Each and every company owes to itself as its first duty the conservation of its own interests. Obviously, this law was in the mind of the Phelps Dodge Company when it made this epochal covenant with its men. That moral benefits will accrue universally by reason of the example set to industry throughout the world, is a logical conclusion. It is a bigger, braver stride than has ever before been made by an industrial corporation possessed of the tremendous influence, manifold activities and power for good exercised by Phelps Dodge & Company.

ARIZONA TAXPAYERS COMPANY.

There is an ever-present tendency of taxpayers to deny such personal attention to the business of government as they apply as a matter of course to the administration of their private affairs. The fact is too often lost sight of that, as taxpayers, they have a proprietary right to say what shall be done and how it shall be done when matters pertaining to business of state are concerned. They are culpably indifferent to the obligations attending citizenship. A case in point is the proposed bond issue for building state highways.

State Engineer Lamar Cobb is in the employ of the people of Arizona. In the faithful and efficient fulfillment of his duties he has suggested to his employers a plan for extensive improvements which will cost eventually more than ten million dollars. In his capacity as engineer, he has done no more and no less than present a plan for approval or disapproval. It may be good or it may be bad. Decision is left to the people. As an engineering project it is doubtless admirable but its economic virtues may properly be questioned. Its adoption is not obligatory.

It is unquestionably alluring to study the map drawn by Mr. Cobb and note the excellence of the scheme on paper. It is a fine thing to contemplate Arizona equipped with such a system of highways. The very hugeness of the proposal lends an element of fascination to it. For the taxpayer to do no more than sweep the map with admiring eyes and then give himself up to smug contemplation would be an act of unpardonable superficiality. It would be a confession of gross weakness; a proof that the taxpayer is unfit as a business man.

Why not take up the matter as if it were your own personal affair, Mr. Taxpayer. Assume, if you will, that responsibility for the entire project rests on you. Look upon Arizona as your own private domain, to be run at a profit or a loss according to the success or failure of your management. Start out with the determination to perpetuate the State as a prosperous business enterprise.

If it is your idea to expand, the first thing to do is to take store of your capital. Does it permit of such expansion? You will hesitate to assume liabilities which the assets of to-day and the prospects of the future do not warrant. If any feature of expansion makes such demand upon your credit as to preclude improvements in other directions you will hesitate before putting all the eggs in one basket.

You know that the bond issue will mean the taking of more than ten million dollars from your resources. Is it wise to impose such a tax upon Arizona's limited population? That an increased population is assured does not afford an excuse for failing to hew to the line of present circumstance. It is not consistent with good business to resort to sharp practices and it would be sharp practice to seize present advantage of a situation which would be a comfortable burden to others in the future. Eventually, the business of Arizona would suffer materially. It would be a short-sighted and selfish policy.

Better roads are demanded in Arizona. If the bond issue plan be rejected, what is offered in its place? The financing and building of roads by the counties. It can be said in favor of this alternative that the State would not be unalterably committed to an enormous debt. The work required to be done would be done by the several localities in accordance with their needs and those who enjoyed the benefits would pay for them as they accrued. Think the situation over, Mr. Taxpayer, before you make up your mind to vote for the bond issue.

OUR GOLD SUPPLY.

We need not worry about our national money supply. Even if \$90,000,000 or \$100,000,000 must go abroad to pay maturing obligations, the tide will turn in our favor before long.

While money seems to be scarce in Europe, there are billions in the war chests. Those billions will be spent chiefly in buying food and military supplies, and a considerable share will find its way to this country. If we refuse to sell on credit, the nations will pay in gold. With Europe buying much from us, and selling us little, our financial situation will obviously improve as that of other nations deteriorates.

Moreover, we should not forget that our mines are producing \$90,000,000 of new gold every year.

The gold we get will be easy to keep, whether it comes from native mines or foreign markets. Foreign-born workmen no longer care to send their savings abroad. With the world turned topsy-turvy, they would rather trust Uncle Sam's postal banks. A bill recently introduced in congress greatly increases the deposit allowance. That will encourage the rapid growth of the present \$45,000,000 deposits in the postal banks, and there will be plenty of overflow for the private banks.

There is undoubtedly enough money stowed away now in American socks and mattresses to pay the national debt. When these thousands of profitless hoardings yield up their treasure and our surplus foodstuffs and manufactures are turned into foreign gold, we shall be strong enough to finance the world.

When Uncle Sam tells Turkey that it cannot abrogate its treaties he seems to place a higher value on scraps of paper than generally obtains in Europe.

Good hearted New York girls are, it is stated, making 10,000 neutral nightgowns for the European soldiers. Our idea of neutrality in such things is a suit of silk pajamas for a slim man.

NO, NOT HAY FEVER—



Intimate Views of Life in Germany

THE COMMON SCHOOLS

The German schools are of three classes, the Volksschule, Mittelschule and Gymnasium.

The first ranked only are free, and 95 per cent of all German children are educated in them. They provide only six years of work. A child is promoted every year until he is fourteen, so he must repeat that grade until he reaches the required age.

The Mittelschule charges a small tuition, \$12 a year, but small as it is, it is prohibitive to 95 per cent of the children. Everyone is anxious to send his child to the Mittelschule or Gymnasium at these schools offer the only doors to later preferment, and afford the only opportunities to attain the best in German life.

Some languages are taught in Mittelschule and it is possible to study and pass the examination which makes only one year of army service necessary.

No one can visit German schools without obtaining permission from the Schulrat or city superintendent. As soon as I understood German well enough to follow the recitations I committed a German speech and appeared before the Schulrat and obtained his rather reluctant consent. I was taking German lessons of a teacher in the Volksschule and she introduced me to her principal, who was very cordial and pleasant. He asked what class I wished to visit and I indicated a preference for the highest.

Double desks are used. They are screwed to two-by-fours, so that a whole row of seats can be moved about the floor at will. The front half of the desk is hinged to enable the pupil to stand in his place, as the seats can not be raised.

I heard a history recitation. The teacher began with this question:

"Whose birthday have we recently celebrated?"

"Our Kaiser's!" came in chorus from the children.

"Where was he born?"

"Who were his parents?"

"How old was he when he first wore a lieutenant's uniform?"

"Who was his first teacher?"

"How old was he when he won the Black Eagle decoration?"

"Who were his brothers and sisters?"

"When did they marry?"

The class was well up in the history of the Hohenzollern family and the fatherland.

In this school hot milk was served to the very poor by a charitable organization in the city. The schools in the poorer districts were putting in baths, and every pupil in school was to be required to take a bath a week.

Schools begin at seven o'clock in summer and eight in winter and close at twelve and one. The children are never in the school room more than forty-five minutes at a time. They recite forty-five minutes, then go to the playground for fifteen. There are from three to five of these periods daily including Saturdays.

No studying is done at any German school; the children slumber recite there and study at home. In the poorer districts no geography or history

books are used. The recitation periods there are oral study hours. The shopping in all cases is superb and the physical exercises are very fine. The boys are taught by men and the girls by women in separate schools.

INCREASED EXPORT

TRADE WITH CANADA

PHILADELPHIA, Sept. 24.—Great opportunities are available for the establishment of an enormously increased export trade with Canada in "made in America" goods, according to Dudley Bartlett, chief of the Foreign Trade Bureau of the Philadelphia Commercial Museum. These opportunities are a direct result of the European war, through the action of the Canadian Minister of Customs in prohibiting the importation into Canada of goods from Germany and Austria-Hungary. The imports from these two countries into Canada amounted in round numbers to \$15,000,000 annually. It was also pointed out that the imports from France, Belgium and Russia, which for the time being are as effectively cut off as if they were forbidden, amounted approximately to \$20,000,000 a year. So this prohibited and interrupted trade of Canada totals \$35,000,000.

"It is reasonable," Chief Bartlett says, "to assume that Canada will be in the market for substitutes for the goods which make up this total. That they will have to be imported is a reasonable assumption. It is hardly likely that the Canadian manufacturers at this time are in a position to make up the deficit, though they may seek the moment to develop along the necessary manufacturing lines. This leaves two alternatives; importation from Great Britain or from the United States. It is hardly reasonable to expect that British manufacturers will be able to take advantage of the present opportunity. On the other hand, it would not be surprising if imports from the mother country, which amounted to \$139,646,256 last year, should be temporarily curtailed."

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MINERAL PRODUCTION IN CALIFORNIA

WASHINGTON, Sept. 24.—California, first among the States west of the Mississippi River and fifth among all the states in the value of its mineral production, according to figures made public today by the United States Geological Survey, has for the last ten years reared its claim to prominence as a mineral producer on its output of petroleum, in which it now leads all the other States, as Pennsylvania does in the production of coal.

In the quantity of petroleum produced in 1913 California was credited with 38.35 per cent of the total output of petroleum in the United States, and 19.26 per cent in the value. Pennsylvania in 1913 contributed 46 per cent to the total quantity of coal produced and 51 per cent to the total value of the output.

Prior to 1907 when petroleum took first place among the mineral products of the State, value considered gold was the chief mineral product of the State, and although gold has fallen from first place in the mineral products of the State, California continues to lead all of the other States in the output of the yellow metal. Moreover, California was one of the few states in which gold production is an important factor that did not show decreased production in 1913.

The production of petroleum in 1913 was a little more than 45 per cent, of the total mineral output of the State. The record for 1913 shows an increase in the quantity of crude oil produced of over 10,000,000 barrels—from 7,268,356 barrels in 1912 to 97,788,525 barrels in 1913. The value increased somewhat more in proportion, from \$39,614,287 to \$45,709,400.

MINERS AND MERCHANTS BANK

BISBEE, ARIZONA

**SAVE THE TRIP—
PAY BY CHECK**

It will afford you a considerable saving in time and expense in the course of a year to pay by check—the modern, business-like method of settlement. We cordially invite your checking account, whether large or small.

**DEPOSITS OVER
A MILLION AND A HALF DOLLARS**

**JUST STOP
AT THIS
BANK**

whenever you have money to send out of town.

Our Drafts are recognized as "good" wherever presented.

They are safe for transferring money and not expensive.

We also issue American Bankers' Money Orders, Travelers' Checks and Letters of Credit.

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**DEPOSIT
ANY
AMOUNT**

**From One Dollar Up
With This Bank
And You Are on the
Road To Prosperity!**

Spend less than you earn and deposit the difference weekly—this is the way thousands have prospered, the way you can prosper! Make the start today and have money earning 4% interest.

**Citizens Bank and Trust
Company**

Main Street.
Will E. McKee, President.
Bisbee, Arizona.
C. A. McDonald, Cashier.
O. W. Wolf, Assistant Cashier.